

**WRITTEN QUESTION TO THE CHAIR OF THE STATES EMPLOYMENT BOARD  
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ANSWER TO BE TABLED ON MONDAY 25th NOVEMBER 2019**

**Question**

What risk management training or procedures, if any, are in place for any teams across the public sector to mitigate against the impact of organisational change and a potential-increase in overtime taken or long-term illness due to pressures on staff?

**Answer**

The Government has in place an Organisational Change Policy and toolkit arising from perceived risks of undertaking organisational changes. This was reviewed and last updated in November 2019, learning from the current change arising from the Target Operating Model work.

The policy aims are:

- To provide a framework through which changes to service, service delivery models, team structures, processes or procedures, technologies, or ways of working can be address
- To ensure that the process of introducing change is planned in such a way as to achieve operational and service objectives and engages and supports employees.

The policy sets out the roles and responsibilities during any proposed changes. This includes the support and risk mitigation actions required. This includes one-to-one meetings with staff, regular communications, the involvement of the trade unions and change management workshops, amongst other areas.

We recognise that the resilience of some employees during times of change can be low. We also ensure that advice and guidance, and an independent telephone counselling service is promoted. This again mitigates potential absences arising from change. Where an employee is absent, we use the usual management tools to support employees back into work.

Overtime, and the use of agency staffing to cover absence, is monitored and action taken where there are trends identified.

**Cost of Producing Answer**

As a means of giving an approximate indication to the time and cost of producing an answer to a written question, it has been decided that answers shall include a cost, broken down by grade:

Tier 1 x 15mins:

Total: £20